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Date

Remarks

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ER 88-3399X

Executive Secretary

30 Aug '88

Date

3637 (10-81)

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International Management and Development Institute

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Exec. Dir., American-Austrian Fdn.
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August 12, 1988

The Honorable
William H. Webster
Director
Central Intelligence Agency
Washington, DC 20505

Dear Bill:

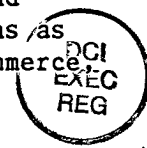
Our highest priority for the 12 months ahead -- as IMDI enters its new program/fiscal year which begins this month -- is to chart the course for the "post-Reagan era" and introduce you and our other IMDI Associates to the "winners" of the November Presidential/Congressional elections.

As you are aware, IMDI is a bipartisan, educational, neutral forum between business and government and has been endorsed by every President of the United States since its founding in 1970 -- by Presidents Nixon, Ford, Carter, and Reagan. Vice President George Bush and Governor Michael Dukakis also have played key roles in IMDI/Fowler-McCracken Commission policy sessions, and we are now working with the Republican and Democratic organizations as this nation prepares for the November elections.

The year ahead may well prove to be the most vital transition period for our Corporate and Government Associates since the Institute was founded 18 years ago, and we cordially invite your participation in our ongoing policy dialogues.

For background, please find enclosed:

1. IMDI: The Next Five Years -- immediate and longer-range plans for both IMDI and the Fowler-McCracken Commission; a "blue-print" for success on what we can hope to achieve together through our unique 1,200-member "family group" representing 50 nations; and -
2. Memorandum from Senators Lloyd Bentsen and Jake Garn -- Cochairmen of our Transition Team during political year 1988 -- and myself, providing you with an outline of our transition plans and urging you to be with us as we provide policy input to the new Congressional/Administration leadership on two occasions:
 - Annual Meeting on December 6 in the State Department; and -
 - "Week in Washington" beginning March 13 in such locations as The White House, Departments of State, Treasury, and Commerce and key Committees of Congress.



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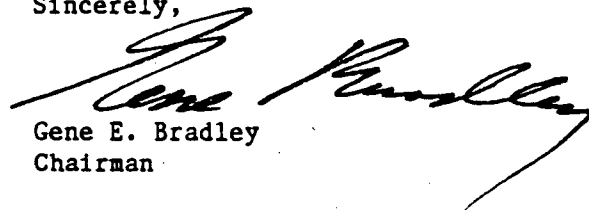
Do mark these dates -- and especially Tuesday, December 6 -- on your calendar. We all shall benefit from your views and participation as we strengthen our government-business partnership following the U.S. elections and as we set the "action agenda" for the new Administration and Congress.

Looking ahead and within the next six weeks, I will be writing you again with precise program plans for the forthcoming 18 months -- beginning with the month-by-month schedule of our Congressional Breakfast Series and what we hope to achieve through our December Annual Meeting. Also included will be exciting plans about the next phase of the Fowler-McCracken Commission where your voice will be fully heard and considered through 1989-90.

We look forward to working with you and your management team as we progress through this difficult, challenging, yet highly promising period of transition.

With all best wishes.

Sincerely,

A handwritten signature in dark ink, appearing to read "Gene E. Bradley", is written over the typed name and title.

Gene E. Bradley
Chairman

Enclosures

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August 12, 1988

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MEMORANDUM

TO: IMDI ASSOCIATES, FOWLER-McCRACKEN COMMISSION MEMBERS, AND SPECIAL GUESTS

FROM: SENATOR LLOYD BENTSEN, SENATOR JAKE GARN, AND GENE E. BRADLEY

SUBJECT: INVITATION TO JOIN OUR TRANSITION TEAM — as we prepare for the November elections and strengthen IMDI's government-business partnership with the next U.S. President and Congress

We invite you to join in IMDI's nonpartisan effort to:

- 1. Identify the critical issues** — in economic, trade, fiscal, monetary, agriculture, and defense policies — that most affect you and that will confront the Presidential/Congressional "winners" of the November U.S. elections;
- 2. Help evolve solutions** — the proposals and actions you would recommend to the new President and Congress as they enter office in January 1989; and -
- 3. Present these issues and proposals during two important sessions:**
 - **December 6 Annual Meeting in the State Department** — to which we will invite the officials who will form the new Government as a result of the elections; and -
 - **"Week in Washington" beginning March 13, 1989** — when IMDI Associates will meet with key leaders from the new Administration and Congress for a two-way, face-to-face, off-the-record exchange of views.

We cannot afford to lose the momentum already generated by the Fowler-McCracken Commission in forming "that new partnership" between government and business — which President Reagan called for — in international economic policy.

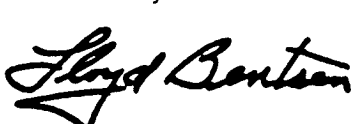
Question: Will you join with us in helping our new President and Congress "chart the course" for the kind of U.S. and global economic community we can hope to build in the years ahead? Here is what we need for our planning:

First: Please review the enclosed "transition plan" and advise on the response card if you can be with us (or be represented) for the December 6 Annual Meeting and the "Week in Washington" beginning March 13.

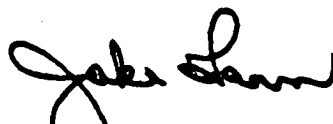
Second: Please indicate if we may include your name on one of the five Policy Committees and Transition Team Task Forces. This does not obligate you to any specific meeting; but it provides you with the opportunity to "vote" on the actions with assurance that your vote will be counted and your voice heard.

To ensure the benefits of participation with minimal demands upon your time, we suggest you appoint a member of your senior management with whom we can coordinate. Our IMDI Executive Director for this transition project is Diane A. Soucy.

We look forward to our working together for a stronger America and global economic community.



Senator Lloyd Bentsen
Member, IMDI Board of Governors
Cochairman, IMDI Transition Team



Senator Jake Garn
Member, IMDI Board of Governors
Cochairman, IMDI Transition Team



Gene E. Bradley
Chairman, International Management and Development Institute



Hon. Lloyd Bentsen (D-TX)
Finance Committee
United States Senate

Hon. Don Bonker (D-WA)
Foreign Affairs Committee
U.S. House of Representatives

Hon. William E. Brock
Former Secretary of Labor &
U.S. Trade Representative

Hon. Robert J. Dole (R-KS)
Minority Leader
United States Senate

Hon. Jake Garn (R-UT)
Banking Committee
United States Senate

John S. Ludington
Chairman, CEO
Dow Corning Corporation

Members of IMDI's Board of Governors and Key Players on the Government-Business Transition Team

Transition Plans for IMDI Associates and Fowler-McCracken Commission Members ...

AT THE CROSSROADS

... as we work together to strengthen our government-business partnership with the next President of the United States and the new Congress — through 1989-90 and beyond

The "Unfinished Agenda" ...

Through this transition period, the immediate priority for this Institute's Board of Governors, Fowler-McCracken Commission Members, and Government-Business Associates is twofold:

First, to lay out the most critical issues and policy options that will confront the next President of the United States and the new Congress as they enter office in January 1989; and -

Second, to introduce you and other IMDI Associates to the "winners" of the November elections — through the program plans described below.

Our "unfinished agenda" will be to mobilize these efforts through Fowler-McCracken Commission Policy Committees and Transition Team Task Forces in these five areas:

- 1. THE ECONOMY:** How to work our way through today's uncertain economic climate — to restore a pattern of sustained growth with improved corporate competitiveness, innovation, and productivity — Cochairman: **Hon. Paul W. McCracken**, former Chairman, President's Council of Economic Advisers;
- 2. TRADE:** How to expand international trade and investments — in the face of rising protectionism on all continents — Cochairman: **Hon. William E.**

Brock, former United States Trade Representative and Secretary of Labor;

- 3. INTERNATIONAL RELATIONS:** How to strengthen government-business cooperation throughout the global economic community — between America and both the industrialized and developing worlds — Cochairman: **Congressman Don Bonker**;
- 4. AGRICULTURE:** How to expand opportunities for the U.S. and international agricultural community — so that all "players" can compete equally on the basis of fair, free trade and an open marketplace — Cochairman: **Senator Robert J. Dole**; and -
- 5. DEFENSE:** How to strengthen the economic foundations for national security — with improved prospects for international cooperation and world peace — Cochairman: **General John W. Vessey, Jr.**, former Chairman of the Joint Chiefs of Staff.

Your Voice and Your Participation Are Needed Now ...

... so that the "winners" of the November elections will have the full benefit of the Fowler-McCracken Commission foundations carefully built over the last eight years — and the benefit of your own experience, expertise, and wise counsel.

HONORING THE COCHAIRMEN OF THE FOWLER-McCRACKEN COMMISSION



Hon. Henry H. Fowler
Former Secretary of the

Commission Members and all IMDI Associates express profound appreciation to the two Cochairmen whose leadership has been indispensable to the growth and effectiveness of the Fowler-McCracken Commission. Former Secretary of the Treasury Henry H. Fowler, a leading Democrat, and former Chairman of the Council of Economic Advisers Paul W. McCracken, a leading Republican, have provided bipartisan guidance and inspiration since the Commission's founding. We acknowledge with great appreciation their continuing contributions during this vital era of transition.



Hon. Paul W. McCracken
Former Chairman, President's
Council of Economic Advisers

Our Unique Opportunity ...

The uniqueness of our opportunity to help "chart the course" through 1989 and beyond is derived from the uniqueness of the membership of IMDI and the Fowler-McCracken Commission. Each of the Transition Team Cochairmen identified on page 1 is a recognized active authority in his particular area of expertise. We are also inviting a business Cochairman for each of the five Policy Committees/Task Forces. Congressional members of the Transition Team will be drawn from the roster of IMDI Congressional Associates (below). Representation will also include IMDI Associates from other nations with a stake in the United States.

Most important, we are inviting *you* to indicate whether we may include your name on the Transition Team roster. Your counsel will be sought on a selective basis, and your participation will make minimum demands upon your time. Great value is derived through your selective involvement.

A "Bipartisan Transition" ...

IMDI and the Commission are uniquely "positioned" as a neutral forum between U.S. political parties, between Congress and Administration, between government and business, and between America and 50 other trading nations. All are members of IMDI's "family group," positioned to help make the decisions that will build stronger economies, a more competitive and profitable corporate community, and stronger foundations for world peace.

Both Presidential leading contenders — **Vice President George Bush** and **Governor Michael S. Dukakis** — have been involved in the work of the Commission. The Chairmen of both political parties — **Frank J. Fahrenkopf, Jr.** and **Paul G. Kirk, Jr.** — are members of IMDI's Board of Governors. We are calling on today's "key players" to join together in designing tomorrow's action agenda ... and again, your voice and your vote are needed.

"Casting Your Vote" ...

During the transition period before the elections, we will be asking you to "vote" on the most critical issues and policy options that you would respectfully place before the next President of the United States — whether it be President Bush or President Dukakis.

we will also be conducting in-depth interviews with our corporate leaders to help complete the "unfinished agenda" — to be presented to the Presidential/Congressional "winners" and/or their senior representatives during the IMDI Annual Meeting in the State Department on December 6, 1988.

Key "Target Dates" ...

We invite and urge you to be a part of the transition process by participating in the following steps:

- **Summer 1988:** Forming the Transition Team and identifying the issues and options — through interviews, surveys, and policy meetings;
- **Fall 1988:** Preparing an "unfinished agenda" for the new President and Congress;
- **December 6, 1988:** Introducing you and all IMDI Associates — and the "issues and options" — to the November "winners" during the Institute's Annual Meeting in the Department of State;
- **March 13-17, 1989:** The "Week in Washington" when IMDI Associates and Commission Members will meet in a face-to-face exchange of views in such Administration/Congressional offices as: The White House; the State, Treasury, Commerce, Agriculture, and Defense Departments; and key Committees of the Congress concerned with international economic policies.
- **December 5, 1989:** Presenting the first Fowler-McCracken Commission Report of the post-Reagan era — and assessing the priorities and actions of the new Administration and Congress.

How You Can Make a Difference ...

Please indicate on the form provided whether we may include you on one of the five Policy Committees and Transition Task Forces — which will continue their work through the elections and into 1989-90 — and whether you or another member of your top management team can be with us on December 6. We will then be writing to each Committee/Task Force Member asking for your "vote" on the issues and policy options. You need not be present personally at any single meeting to have your vote counted — but we do urge you to make your views known.

IMDI CONGRESSIONAL ASSOCIATES (partial roster)

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Hon. Robert J. Dole (R-KS)
Senate Minority Leader
Hon. Robert H. Michel (R-IL)
House Minority Leader
Hon. James C. Wright, Jr. (D-TX)
Speaker of the House

Washington Policy Council

United States Senate

Hon. Lloyd Bentsen (D-TX)
Hon. Bill Bradley (D-NJ)
Hon. John H. Chafee (R-RI)

Hon. J. James Exon (D-NE)
Hon. Jake Garn (R-UT)
Hon. John H. Glenn, Jr. (D-OH)
Hon. Mark O. Hatfield (R-OR)
Hon. John Heinz (R-PA)
Hon. Dan Quayle (R-IN)
Hon. William V. Roth, Jr. (R-DE)
Hon. Ted Stevens (R-AK)
Hon. Malcolm Wallop (R-WY)

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Hon. Beryl F. Anthony, Jr. (D-AR)
Hon. Les Aspin (D-WI)
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